

Your Honor,

When I was in your court last time you made a remark that I have reflected on a lot and it was basically that you needed to see my High-Minded Hopes turn into reality.

In other words – you wanted to see change  
- Real Change.

I first want to lay the foundation that I learned many years ago that one set of facts can lead to many different conclusions. Facts out of context lend themselves to assignments of meaning that may or may not be the truth of the matter. What I know for certain is that Facts out of context do not lead to the truth. Context matters.

I recognize that is this case before you, the plaintiff's counsel and I have come to

different conclusions based on facts.

However, I plan to put those facts into context as proof of real change.

Let's take Task 2 as an example. For 12 years we were meeting the 180-day goal of bringing IA investigations to Findings at a rate in the high 90 percentile. However, for several months in 2018, a backlog was growing due to a transition of a new Captain in the assignment, the departure of the DLI Coordinator, a long-term medical leave of the one person whose job it was to enter data into PRIME and a significant problem with the PRIME system itself. Hence, the fact that IA did not meet the 180 timeline is a fact.

The Plaintiff's counsel has assigned the meaning to that fact as proof of

“Backsliding”. We, in turn, saw and recognized the same fact but made a conscientious decision to sacrifice the timeline – in order to improve the quality of investigations – a positive culture shift – quality over checking the box. The department stepped back - trained all 129 sergeants on how to conduct a quality investigation, IA established a new practice of getting DLI’s out to the field for follow up within 45 days of in-take, and then having quality control reviews on the backend. I equate what we did to a car factory that slows down production or goes off-line completely in order to retool the factory and produce a better product and more efficiently. That is being progressive – not regressive. To date, our backlogs are

cleared, our investigations are of a much higher quality and more importantly, we have a system that is sustainable no matter who is the next commander tomorrow or years to come. That is real change.

Other Facts in context paint a different story, as well. Through June this year alone, our officers have been dispatched to 183,996 calls for service. They have touched the lives of people almost 200,000 times this year. Of those real-life human contacts - they have garnered 748 complaints. Those are the facts. In context, that is a complaint ratio of .0045% or one-half of 1%. A similar number is true for our Uses of Force. Even with the four-fold increase in our reported Uses of Force this year, we only used force

.0047% or also about one-half of 1 percent of the time. That does not sound like an agency in a deep backslide. Context matters and that is change.

Since I have been here I have administered

- 9,376 hours of suspensions AND
- 14 terminations

That is police accountability in the form of discipline. But not all police accountability involves punishment. Accountability

Also takes the form of intervention – to strengthen officer competencies for success. Since 2004, the OPD has had some form of a Police Accountability Early Warning System. In all of 2004, one officer was referred for monitoring and intervention. My first year, here in 2017,

43 referrals were made and today we have 55 officers in active intervention. That is real change.

Moreover,

- We have not had one officer arrested for over a year for a DUI since I put out a video called Enough is Enough.
- We have not had one officer involved shooting in over a year
- We have embraced Trauma Informed care and wellness Programs. Our in-house counselor has reported a 50% increase in use of his services
- Our Demeanor Complaints are dropping
- We have dramatically reduced our overall Stops

- 10,000 fewer AA were stopped by the police – a 43% drop in our footprint
- And despite predictions otherwise, our disparity's for AA on stops have come down 10 % - That is real change...

Lastly, we initiated true culture shifts in our department on the topic of Race and Equity. On our own, I invited the City's Director of Race and Equity – Ms. Darlene Flynn – to do her 4-part Race and Equity Academies just for us – the OPD Executive Command. We have begun robust conversations about race and challenging our biases. We are creating Equity Teams and action plans to achieve Equity outcomes in our Hiring, Promotions, Training and assignment opportunities.

And we will be continuing our work with Dr. Eberhardt and Stanford on procedural justice and bias. I expect OPD will have a long-term relationship with Stanford and as we expand our Academic partnerships with other world-class institutions like The Goldman School of Public Policy at Berkeley.

I could go on and on and talk with you about how we are bringing New Orleans EPIC program to OPD - EPIC stands for Ethical Policing is Courageous. But my time is limited.

OPD is an agency on the move. We are progressive – not -regressive.

Your Honor, I have not dismissed the criticisms of the Plaintiffs or the Monitors. Although they are couched in stinging



criticisms looked for the essence of truth in their criticisms and have adjusted accordingly. The reason I know we are on the right track is that the Plaintiff's counsel has shared with me that their ultimate measuring stick of true change in OPD is the fact that they no longer get calls from the community complaining about us.

In closing Your Honor, it is true that I espouse high-minded ideas but I also know how to operationalize them into Change – Real lasting change.